

THE CAPITOL VISITOR CENTER: THE VISITOR EXPERIENCE

HEARING BEFORE THE COMMITTEE ON HOUSE ADMINISTRATION HOUSE OF REPRESENTATIVES ONE HUNDRED TENTH CONGRESS FIRST SESSION

HELD IN WASHINGTON, DC, OCTOBER 17, 2007

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THE CAPITOL VISITOR CENTER: THE VISITOR EXPERIENCE

WEDNESDAY, OCTOBER 17, 2007

HOUSE OF REPRESENTATIVES,
COMMITTEE ON HOUSE ADMINISTRATION,
Washington, DC.

The committee met, pursuant to call, at 11:08 a.m., in Room 1310, Longworth House Office Building, Hon. Robert A. Brady (chairman of the committee) presiding.

Present: Representatives Brady, Capuano, Davis of California, Ehlers and McCarthy.

Staff Present: Liz Birnbaum, Staff Director; Kevin Peterson, Professional Staff; Teri Morgan, Deputy Chief Counsel; Matt Pinkus, Professional Staff/Parliamentarian; Kristin McCowan, Chief Legislative Clerk; Matthew DeFreitas, Staff Assistant; Kyle Anderson, Press Director; Fred Hay, Minority General Counsel; Bryan T. Dorsey, Minority Professional Staff; and Salley Collins, Minority Press Secretary.

The CHAIRMAN. I would like to call this meeting of House Administration to order. And I would like to recognize myself for 5 minutes. Upon its opening in the fall of 2008, the Capitol Visitor Center will provide visitors with a unique, one-of-a-kind educational experience. The CVC will offer the only exhibit of its kind in the country dedicated exclusively to educating the public about the history of the U.S. Capitol and the United States Congress. Better informed constituents make for a better informed electorate, and the anticipated opening of the CVC promises an exciting future.

We have with us here today the person who will lead the CVC into the future, Ms. Terrie Rouse. Ms. Rouse was recently appointed Chief Executive Officer of the CVC and has extensive experience in managing museums throughout the country, including museums in Kansas City, New York, Maine, and, I am proud to say, the great City of Philadelphia. Also with us today is Mr. Tom Stevens, U.S. Capitol Director of Visitor Services. Mr. Stevens has been working with the guides since 1985 and brings an incredible amount of knowledge to the table. Last but certainly not least is Chief Phillip Morse with the U.S. Capitol Police. Chief Morse is a seasoned veteran, providing security to the Capitol complex since 1985. Welcome, all of you.

Let me take this time to say I appreciate all the work that the panelists do to ensure the Members and staff and visitors are in a safe, secure environment, while having the best visitor experience possible. I look forward to hearing your accounts of how we will engage citizens in their visit to the Capitol and where we go from

here with regard to the future of the CVC. I would now like to recognize the ranking member, Mr. Ehlers, for any remarks that he would like to make.

[The statement of the Chairman follows:]

Opening Statement of
Chairman Robert A. Brady of Pennsylvania
Committee on House Administration

Hearing on the
“The Capitol Visitor Center: the Visitor Experience”

Wednesday, October 17, 2007

Upon its opening in the fall of 2008, the Capitol Visitor Center will provide visitors with a unique one-of-a-kind educational experience. The CVC will offer the only exhibit of its kind in the country dedicated exclusively to educating the public about the history of the U.S. Congress and the Capitol. Better informed constituents make for a better informed electorate and the anticipated opening of the CVC promises an exciting future. We have with us here today the person who will lead the CVC into that future, Ms. Terrie Rouse.

Ms. Rouse has been recently appointed Chief Executive Officer of the CVC and has had extensive experience in managing museums throughout the country including museums in Kansas City, New York, Maine and I’m proud to say the great city of Philadelphia.

Also with us today is Mr. Tom Stevens, U.S. Capitol Director of Visitor Services. Mr. Stevens has been working with the guide service since 1985 and brings an incredible amount of knowledge to the table. Last but certainly not least is Chief Phillip Morse, with the U.S. Capitol Police. Chief Morse is a seasoned veteran providing security to the Capitol Complex since 1985.

Let me take this time to say that I appreciate all of the work that the panelists do to ensure that Members, staff and visitors are in a safe, secure environment while having the best visitor experience possible. I look forward to hearing your accounts of how will engage citizens in their visits to the Capitol and where we go from here with regard to the future of the CVC.

Mr. EHLERS. Thank you, Mr. Chairman, and thank you for calling this hearing. It is a very important one, and it certainly has generated a lot of Member interest. I really think, Mr. Chairman, that most Members of Congress do not appreciate or understand what a tremendous experience this is going to be for our citizens to visit the Visitor Center. It is the first time in the history of this Nation, we will have a good history of our Government and our Capitol available for the public to view in a multimedia way and to really prepare them for the experience of going through the Capitol.

My chief of staff was just talking to me this morning. He went to Britain last year and took a tour of the House of Commons, the entire Parliament. He was vastly impressed with the tour. Of course, he had to pay 5 pounds or something like that to get in. Nothing is free over there. Even the cathedrals charge you, but we will continue to do it for free. We have never done justice to our Capitol and to our history in the tours that we have given. This Visitor Center finally gives us the opportunity to really improve the whole operation.

The Capitol Visitor Center is the largest extension of the Capitol in its 212-year history. It is approximately three-quarters the size of the Capitol Building itself. Very few people, even among some of my colleagues, I think, realize the extent of it. And I know that you have taken the tour through it, but I guess you just took it this week, Susan. It is just astonishing. And the great things we are going to be able to do, it is really wonderful. I will not give my entire opening statement.

I will just ask that it be submitted to the record. But one issue I do want to mention, because some of our colleagues have made an issue about staff-led tours. We have no intention of leaving our colleagues or their staffs out of this process, but we have to recognize that it is going to be a totally different situation because their visitors are going to be well-prepared for the tour by having gone through the Visitor Center first. And we expect their staffs to continue to be involved in pointing out items of interest from their particular State. I would regard it instead of staff-led tours, we will have staff-hosted tours. Members' staff will see to the needs of their visitors from their State, will make sure that the unique interests of their visitors are accommodated. So we are not doing away with staff-involved tours. They are just going to take a different form because of the different situation here.

With that, Mr. Chairman, I yield back and look forward to the testimony. Thank you.

[The statement of Mr. Ehlers follows:]



Opening Statement

Good morning, and I thank the Chairman for calling this important hearing and thank each of our witnesses for appearing before us today.

The Capitol Visitor Center is the largest extension of the Capitol in its 212-year history and is approximately three quarters the size of the building itself. With a project of this size, there are a number of areas of interest to the Congress, and today's hearing follows oversight activity by the Appropriations Committee on the construction of the facility.

What makes this Committee's jurisdiction over the CVC unique is that the "visitor experience" is an intangible concept, not a quantifiable one like the construction of the facility itself. Creating an exceptional "visitor experience" is a difficult goal to achieve, as it is an ongoing objective that



must be continuously improved upon, long after the CVC is open for business.

To help us determine a strategy to achieve the best “visitor experience” possible, we are joined today by Terrie Rouse, the newly appointed Chief Executive Officer for Visitor Services for the CVC. Ms. Rouse, I realize that both the infrastructure and operational challenges of the CVC significantly pre-date your relatively recent employment with the Congress, and for that reason I won’t hold your feet too close to the fire on some of the issues that continue to be raised regarding the construction and operations of the CVC. Instead, I would like to use today’s proceeding as the start of an ongoing dialogue between yourself and the Members of this Committee. With the many challenges involved in opening a facility of this size, you will have both administrative and political hurdles to clear. While we can provide some support for the former, we can certainly provide substantial assistance with the



latter; and I would encourage you to use this Committee to help tackle some of those political battles.

One such issue that has been in the media recently is the topic of staff-led tours. There have long been reports of inexperienced staff, who lack the knowledge required to give an adequate history of the Capitol, conducting tours. However, there are also some offices who feel that staff-led tours are an invaluable service that Members provide their constituents, with some staff tour guides even contributing facts specific to their state during their tours. I am interested to learn more about efforts to integrate staff into Capitol tours so that Members are able to provide a customized experience for their constituents, while also leveraging the knowledge and historical accuracy of the trained, professional Capitol tour guides.

The staff-led tour is just one example of many issues where Members have strong feelings on an issue that may conflict with the administrative solution recommended by



your office. Another example is that there has been talk of “branding” the CVC as its own entity and establishing the Visitor Center as a tourist attraction in and of itself. While I understand the desire to communicate the many attractions of the new facility, it is extremely important that the historic significance of the CVC as an *addition* to the Capitol complex be maintained and respected. This Committee is committed to helping you navigate these and other administrative issues as they arise.

In addition to providing a compelling experience for visitors, there are advantages to the CVC in the areas of safety and security, as Chief Morse will no doubt share with us today. The ability to contain physical and chemical threats to the security of the Capitol complex and its inhabitants is a key benefit of the new facility, and I look forward to hearing the Chief’s perspective on efforts to create a secure environment.



COMMITTEE ON
HOUSE ADMINISTRATION
REPUBLICAN OFFICE

CVC: The Visitor Experience
Ranking Member Opening Statement
October 17, 2007

Again, I thank the Chairman for calling this hearing and thank our witnesses for their participation in today's hearing, and hope that this is the beginning of many more communications between the CVC, the Capitol Police and this Committee on ways that we can continue to enhance and refine the "visitor experience" in the CVC.

The CHAIRMAN. Thank you, Mr. Ehlers.
Anybody.
Mr. Capuano.
Mr. McCarthy.
Ms. Davis.

I welcome the members of the panel, and I ask that they summarize their statements with the initial time allotted to each witness. Without objection, all written statements from the witnesses will appear in the record of the hearing. None heard, no objection.

STATEMENTS OF TERRIE S. ROUSE, CEO FOR VISITOR SERVICES, CAPITOL VISITOR CENTER; THOMAS L. STEVENS, DIRECTOR OF VISITOR SERVICES, UNITED STATES CAPITOL; AND CHIEF PHILLIP D. MORSE, SR., CHIEF OF POLICE, U.S. CAPITOL POLICE

The CHAIRMAN. We will begin with Ms. Terrie Rouse, and then move to Mr. Tom Stevens, and then end with Chief Morse.
So Ms. Terrie Rouse, you are on.

STATEMENT OF TERRIE S. ROUSE

Ms. ROUSE. Thank you.

Mr. Chairman, Congressman Ehlers, members of the committee, thank you for inviting today to talk about the Capitol Visitor Center and the wonderful visitor experience that awaits all who come to their United States Capitol next fall. First, I would like to say what an honor and a privilege it is for me to be working here. I want to thank the Acting Architect of the Capitol, Stephen Ayers; CVC Transition Director David Ferguson; the entire AOC staff; the House and Senate Oversight Committees; and the congressional leadership for their support and assistance over the past few weeks.

I also want to acknowledge and thank the gentlemen who are at the table with me today: Tom Stevens, Director of the Capitol Visitor Services, who oversees a first class operation; and Chief Morse and Assistant Chief Dan Nichols, for working with us to ensure our visitors are safe and secure during their visit.

And I thank the committee, leadership, and Congress for giving me the opportunity to be part of history, opening the doors to the largest expansion of the Capitol Building that is devoted to the citizens of the United States. I believe that the CVC is a symbolic door to the Nation, a portal that will become an inviting place to remind visitors of their role as citizens. As an extension of the Capitol, it will provide a fitting welcome and introduction to the People's House so all may witness the workings of our legislative process.

To provide the committee with a bit of background about myself, I am originally from Youngstown, Ohio. I received my bachelor of arts degree in intercultural studies from Trinity College, that is in Connecticut; a masters of professional studies from Cornell University; and a masters degree in African History from Columbia University. Over the years, I have been an educator serving as an adjunct professor or instructor at a number of universities across the country, including New York University, Columbia University and Cornell University.

I spent a number of years in the museum world, most recently as executive vice president and director of museums for Kansas City's Union Station, a 900,000-square foot historic landmark. I have also provided consultant services to a number of cultural, nonprofit organizations, including a joint project between the City of Philadelphia, the National Park Service and the Independence National Historic Park. I worked with the City of Charleston on the development of the International African American Museum.

I have been on the job now for a month. I am very impressed with the planning and the work that has been done before I arrived. Since my arrival in Washington, one of my top priorities is to recruit and to hire a staff to prepare the CVC to receive visitors. Other operational issues will be working with the congressional leadership on the advanced ticketing system, developing a CVC Web site, developing a transportation plan and reaching out with a public information campaign.

There is much to do. But it is clear that everyone has the same wonderful vision, enhance the visitor experience to the U.S. Capitol. Throughout my career, I have learned one thing. During each person's visit to a museum, an art gallery or an exhibit, there is at least one, awe moment, an experience or sight that literally takes one's breath away and inspires. My goal is that every person who comes to the CVC will feel welcome and will look up at the Capitol Dome through the skylight; will see the model of the Statue of Freedom in the Great Hall and experience at least one awe moment. Once they experience that moment, we hope they will become engaged, appreciate what we do at the Capitol, and understand why the House and the Senate operate in the way they do, and celebrate their roles in our representative government.

Mr. Chairman, the Capitol is a unique building. Not only is it a working office building; it is a living museum. Over the years, visitors had to stand outside in the cold, rain or extreme heat and humidity while waiting to tour the Capitol. Congress recognized the need in 1998 for the construction of a Visitor Center to provide greater security for all persons working in or visiting the United States Capitol, and a more convenient place in which to learn about the work of Congress.

In keeping with Congress's intent, along with the increased focus on safety and security, the mission of the CVC is to provide a seamless visitor experience. This experience is enhanced by the ease and comfort by which visitors can move about the CVC, visit the exhibits and benefit from the level of service and many amenities provided to them for the first time, such as a restaurant, many restrooms and orientation theatres. Most importantly, the exhibits and programs about the working history of the Congress and architecture of the Capitol are designed to inspire generations of Americans, We, the People, about the legislative process and our representational government.

While there will be a focus on the history of Congress, it is important to remember that the CVC is a new structure, a 21st century facility. Therefore, we are using state-of-the-art technology and modern conveniences to vastly improve the level of our visitor services. I mentioned this earlier; we provide a number of amen-

ities to guests to the Capitol for the first time. In addition, a number of other improvements are planned.

First and foremost will be the implementation of a comprehensive tour program. Our professional, highly trained guides will be able to tailor our tours to their audiences, whether it is a large group of Philadelphia eighth graders on a class trip, seniors from Grand Rapids, Michigan, stopping in Washington as part of a fall foliage tour, or architects coming to marvel at the complexity of building such a stately underground facility.

Following the inaugural year of the CVC, additional specialized tours will be developed to further interpret the role of Congress and integrate the other treasures of Capitol Hill, such as the Library of Congress, the U.S. Botanic Garden and the Capitol grounds. While this is a decision that will be made by congressional leadership, not by me and not by the AOC, we believe we will serve Members of Congress by better integrating, not eliminating, the staff-facilitated functions in the tour program. We look forward to a continued discussion on the issue with congressional leadership to come to a final determination on this and many other operational issues over the next several months.

During their visits, we intend to help our visitors walk a mile in Members' shoes. This will begin as soon as they enter the CVC, view the orientation film, visit the virtual House and Senate Chambers and then the Capitol, where they will see their Representatives and Senators in action.

An invaluable tool in this process will be assisted listening devices, head sets that connect the visitors to their tour guides. The advantages of this technology are many. Visitors can move about more freely while still hearing their guide clearly, without the distractions of other groups. This will also greatly reduce the noise level in the Capitol, as guides will speak in a normal volume and will not have to compete with ambient noise and other guides. Most importantly, in the event of an emergency, the guides are able to manage groups, communicate important information, and quickly and effectively lead them to safety if necessary.

Of course the visitor experience begins long before a guest steps foot in the CVC. In that regard, we intend to set the tone of the individual's Capitol tour when they visit the CVC Web site, book their tours through an advanced reservation system, or ask a staff member for directions to the restaurant or their Member's office.

Mr. Chairman, in the Exhibition Hall, carved into the white marble are the words, "Out of many, one." our Founding Fathers selected these words to describe the coming together of 13 colonies into one united country. Today we come together united in our goal to make a visit to our Nation's Capital an incredible patriotic, educational, and inspiring experience.

I look forward to continuing to work with the committee, our oversight committees, the congressional leadership and the AOC to make a visit to the Capitol Visitor Center and the United States Capitol the experience of a lifetime. This concludes my statement. I will be pleased to answer any questions you may have.

[The statement of Ms. Rouse follows:]

Embargoed until October 17, 2007, at 11 a.m.

**Statement of Ms. Terrie S. Rouse,
Chief Executive Officer for Visitor Services
for the Capitol Visitor Center**

Before the Committee on House Administration

**Regarding
The Capitol Visitor Center: the Visitor Experience**

October 17, 2007

Mr. Chairman, Congressman Ehlers, members of the Committee, thank you for inviting me here today to talk about the Capitol Visitor Center (CVC) and the wonderful visitor experience that awaits all those who come to their United States Capitol next fall.

First, I'd like to say what an honor and privilege it is for me to be working here. I want to thank the Acting Architect of the Capitol Stephen Ayers, CVC Transition Director David Ferguson, the entire staff of the Architect of the Capitol (AOC), the House and Senate Oversight Committees, and the bipartisan, bicameral Congressional Leadership for their support and assistance over the past few weeks. I have been very impressed with the major efforts that were already underway by the AOC and the CVC Project Team when I arrived. I also want to acknowledge the gentlemen who are at the table with me today. Mr. Tom Stevens, Director of the Capitol Guide Service, has more than 20 years experience on Capitol Hill, and a first-class operation. I have enjoyed working with him as we prepare to train our staff for the new visitor experience in the CVC. I also want to thank Chief Phil Morse and Assistant Chief Dan Nichols for working with us to ensure that our visitors are safe and secure during their visit.

And, I thank this Committee, Leadership, and Congress for giving me the opportunity to be a part of history — opening the doors to the largest expansion of the U.S. Capitol Building that is devoted to the citizens of the United States. I believe that the Capitol Visitor Center is the symbolic door to the nation — a portal — that will become an inviting place to remind visitors of

their roles as citizens. As an extension of the Capitol, it will provide a fitting welcome and introduction to the People's House so all may witness the workings of our legislative process.

To provide the Committee with a bit of background about myself: I am originally from Youngstown, Ohio. I received my Bachelor of Arts degree in Intercultural Studies from Trinity College, a Masters of Professional Studies from Cornell University, and a Master of Arts degree in African History from Columbia University. Over the years, I have been an educator, serving as an adjunct professor or instructor at a number of universities across the country, including New York University, Columbia University, and Cornell University.

I have also spent a number of years in the museum world, most recently as Executive Vice President and Director of Museums for Kansas City's (Missouri) Union Station, a 900,000-square-foot historic landmark. I have also provided consultant services to a number of cultural, non-profit organizations across the United States including a joint project between the City of Philadelphia, the National Park Service, and Independence National Historic Park (The President's House: Freedom and Slavery in Making a New Nation), and worked with the City of Charleston on the development of the International African American Museum.

Prior to my work in Kansas City, I served as Executive Director of the Atlanta Ballet; was President and CEO of the African American Museum in Philadelphia; and worked as Executive Director at the Children's Museum of Maine. Before assuming my current position one month ago, my favorite job was as Director of the New York Transit Museum, where we created an interpretative world where eight million people could better understand and appreciate a complicated transportation system that impacts their daily lives.

As I mentioned, I have been on the job now for a month, and I am very impressed with the planning and the work that was done before I arrived here. During construction, the framework for the operations plan was also being put into place by the AOC, Leadership, and the Oversight Committees. They have provided great leadership on these efforts to date. Since my arrival in Washington, I have been working closely with the

Operations Transition Team. One of my top priorities is to recruit and hire a staff to help prepare the CVC to receive visitors. Other operational issues we will be working with Congressional Leadership on include the advance reservation system, developing a CVC Web site, developing a transportation plan, and reaching out with a public information campaign. There is much to be done, but it is clear that everyone has the same wonderful vision: Enhance the visitors' experience to the U.S. Capitol.

Throughout my career, I have learned one thing: during each person's visit to a museum, art gallery, or exhibit, there is at least one "awe moment" – an experience or sight that literally takes one's breath away and inspires.

My goal is that every person who comes into the CVC will feel welcomed; will look up at the Capitol Dome through the sky lights; will see the model of the Statue of Freedom in the Great Hall and experience at least one "awe moment." Once they experience that moment, we hope they will become engaged, appreciate what we do in the Capitol, understand why the House and the Senate operate in the way they do, and celebrate their roles in our representational government.

Mr. Chairman, the United States Capitol is a unique building. Not only is it a working office building, it is a living museum and place for citizens to gather to celebrate national events, express themselves, or mourn presidents. Over the years, visitors to the Capitol had to stand outside in the cold, rain, or extreme heat and humidity while waiting to tour the building. Congress recognized the need in 1998 for the construction of a visitor center to "provide greater security for all persons working in or visiting the United States Capitol and a more convenient place in which to learn of the work of Congress."

In keeping with Congress' intent to provide a place to learn about Congress, along with the increased focus on safety and security, the mission of the Capitol Visitor Center is to provide a seamless visitor experience. This experience is enhanced by the ease and comfort by which visitors can move about the CVC, view the exhibits, and benefit from the level of service and many amenities provided to them for the first time, such as a restaurant, many restrooms, and

orientation theaters. Most importantly, the exhibits and programs about the workings and history of Congress and architecture of the Capitol are designed to inspire generations of Americans, “We the People,” about the legislative process and our representational government.

While there will be a focus on the history of Congress, it is important to remember that the CVC is a new structure – a 21st Century facility – therefore, we are using state-of-the-art technology and modern conveniences to vastly improve the level of our visitor services. As I mentioned earlier, we provide a number of amenities to guests to the Capitol for the first time. In addition, a number of other improvements are planned.

First and foremost will be the implementation of a comprehensive tour program. Our professional, highly-trained guides will be able to tailor our tours to their audiences whether it is a large group of Philadelphia 8th graders on a class trip, seniors from Grand Rapids, Michigan, stopping in Washington as part of a fall foliage tour, or architects coming to marvel at the complexity of building such a stately underground facility. Following the inaugural year of the CVC, additional specialized tours may be developed to further interpret the role of Congress and integrate the other treasures of Capitol Hill such as the Library of Congress, the U.S. Botanic Garden, and the Capitol Grounds.

While this is a decision that will be made by Congressional leadership, not by me nor the AOC, we believe we will serve Members of Congress better by integrating, not eliminating, the staff-facilitated functions into the tour program. We look forward to continued discussions on this issue with Congressional Leadership to come to a final determination on this and many other operational issues over the next several months. During their visit, we intend to help our visitors “walk a mile in Members’ shoes.” This will begin as soon as they enter the CVC, view the orientation film, visit the virtual House and Senate Chambers, and then enter the Capitol where they will see their Representatives and Senators in action.

An invaluable tool in this process will be assisted listening devices; headsets that connect the visitors to the tour guides. The advantages of this technology are many. Visitors can move about more freely while still hearing their guide clearly without the distraction of other groups.

This will also greatly reduce the noise level in the Capitol as guides will speak in a normal volume and not have to compete with ambient noises and other guides. Most importantly, in the event of an emergency, the guides are able to manage groups, communicate important information, and quickly and effectively lead them to safety, if necessary.

Of course, the visitor experience begins long before a guest sets foot in the CVC. In that regard, we intend to set the tone of an individual's Capitol tour when they visit the CVC Web site, book their tour tickets through an advanced reservation system, or ask a staff member for directions to the restaurant or to their Member's office.

Mr. Chairman, in the Exhibition Hall, carved into the white marble are the words, Out of Many, One. Our founding fathers selected these words to describe the coming together of the 13 colonies into one, united country. Today, we come together, united, in our goal to make a visitor to our nation's Capitol an incredible, patriot, educational, and inspiring experience. I look forward to continuing to work with this Committee, our Oversight Committees, the Congressional Leadership, Acting Architect Stephen Ayers, and AOC staff to make a visit to the Capitol Visitor Center and the United States Capitol the experience of a lifetime.

This concludes my statement. I would be pleased to answer any questions you may have.

The CHAIRMAN. Thank you, Ms. Rouse.
Mr. Stevens.

STATEMENT OF THOMAS L. STEVENS

Mr. STEVENS. Thank you. Mr. Chairman, Congressman Ehlers, members of the committee, I am honored to be before you today to discuss the visitor experience as we transition into the new Capitol Visitor Center.

Before I begin, however, I want to thank the members of committee for their continued support, the men and women of Capitol Guide Service and Congressional Special Services Office. It is through your efforts that we have helped to ensure that we have had an open building for millions of visitors throughout the years from around the world, and I appreciate that support very much. Thank you.

A little background about the Guide Service and visiting the Capitol. Visitors first began coming to the Capitol in large numbers in 1876 during the centennial celebrations. And to help deal with that influx of visitation and make sure there was some quality assurance with regard to the type of information that they were given, the idea was proffered to have some appointed guides. And under the jurisdiction of both Sergeants at Arms, that came to reality. And the Guide Service has grown many times since then.

But in 1970, the Reorganization Act, Congress looked very closely at the Guide Service and the Congressional Special Services Office and actually brought the Capitol guides under the Federal Government in a sense that it created a Capitol Guide Board, which not only included both Sergeants at Arms but also incorporated the Architect of the Capitol's Office. And we still work under the jurisdiction of that board today.

In 1995, the board underwent a review of visitation at the Capitol. As a result of that, in 1996, the Congressional Special Services Office was joined with the Capitol Guide Service. And the Congressional Special Services Office has in fact been in existence, or had in fact, been in existence since 1983, prior to being merged with the Capitol Guide Service. And today, as a combined effort, we provide access to a little over a million visitors per year to the Capitol.

Since 9/11, the challenges to the Capitol have been many. The responsibilities of the Capitol Guide Service have broadened greatly and are actually quite tightly married to the Capitol Police and the safety demands placed upon them. As a result of these additional responsibilities, the number of visitors that we are able to personally take through the building has diminished. We deploy our staffing to staff tunnels and provide access via numerous points of ingress to the Capitol as well as help manage crowd conditions inside and around the building as well. The end result of this is, many of these large groups, mostly school children, junior-high-school-age children simply have little recourse but to call upon their Member's office once my staffing has been depleted.

The new Capitol Visitor Center and the additional staffing that is associated with that will once again enable us to provide a pre-9/11 level of service, and that is, simply provide a professional tour guide for everyone wishing to visit the Capitol. The much anticipated opening of the Visitor Center will enable us to provide the

state-of-the-art experience of those visiting this great institution. It has always been our mission to provide an inviting, educational, and inspiring experience for the visitors, and the Capitol Visitor Center is the cornerstone of taking that goal to the next and very highest level.

Not only will it provide many amenities, but it also is going to provide an educational experience second to none. I am sure you have all been in the facility and have seen how impressive it is. I can assure you that the information provided there will be equally impressive.

And in closing, I want to just point out, we do want to work very closely with this committee, continue working with the Architect of the Capitol, as we have been for years, Ms. Terrie Rouse and her distinguished team. And frankly, this is the opportunity of a lifetime for the visitor to the Capitol. We look forward to it. I would be happy to answer any questions that you have.

[The statement of Mr. Stevens follows:]

**Statement of Thomas L. Stevens
Director of Visitor Services, United States Capitol**

Before the Committee on House Administration

**Regarding
The Capitol Visitor Center: the Visitor Experience**

October 17, 2007

Chairman Brady and Congressman Ehlers, Members of the Committee. I am honored to appear before you today to discuss the visitor experience as we transition into the new Capitol Visitor Center. Before I begin, I want to thank the members of this Committee for their continued support of the men and women of the Capitol Guide Service & Congressional Special Services Office. You have helped ensure that the Capitol remain an open and inviting educational experience for millions of visitors from around the world.

Visitors first came to the Capitol in large numbers during the Centennial celebrations in 1876. In an effort to ensure that visitors were treated with dignity and provided accurate information the idea emerged of having official guides. The first organized Guide Service was created to deal with this under the jurisdiction of the two Sergeants at Arms. Following the Legislative Reorganization Act of 1970, Congress brought the Capitol Guide Service under the jurisdiction of the new Capitol Guide Board comprised of both the House and Senate Sergeant at Arms and the Architect of the Capitol. The Capitol Guide Board began in 1995 a review of visitor services at the Capitol. As a result of that review, in 1996 the Guide Service was merged with the Congressional Special Services Office, which had been created in 1983 to assist visitors with special needs. Today we facilitate access to the Capitol for more than a million visitors each year.

The challenges since the events of September 11, 2001 have been many. The responsibilities of the Capitol Guide Service have broadened greatly and are tightly married to the security and safety demands placed upon the Capitol Police. As a result of these additional responsibilities, the number of visitors that we are able to personally escort through the Capitol has diminished. This has resulted in many visitors calling upon their Members of Congress to gain access to the Capitol. The new Capitol Visitor Center and additional staffing will once again enable us to provide each and every visitor with a professionally trained guide.

The much anticipated opening of the Capitol Visitor Center will enable us to provide the state of the art experience deserving of those visiting this great institution. It has always been our mission to provide an inviting, educational and inspiring experience for the visitor and the Capitol Visitor Center is the cornerstone to taking that goal to the highest level. Not only will it provide many much needed amenities for the visitors but it will also provide an educational experience second to none.

In closing, I want to work closely with this committee, the Architect of the Capitol, Ms. Terrie Rouse and her team to create the best possible visitor experience for your constituents.

That concludes my testimony Mr. Chairman and I would be happy to answer any questions you may have.

The CHAIRMAN. Thank you, Mr. Stevens.
Chief Morse.

STATEMENT OF PHILLIP D. MORSE, SR.

Chief MORSE. Good morning, Chairman Brady, Congressman Ehlers and the members of the committee. I want to thank you for the opportunity to appear before you today to discuss the security aspect of the visitor experience at the Capitol Visitor Center. The opening of the Capitol Visitor Center next year will make the achievement of a long-time held goal of the United States Capitol Police.

Back in 1998, after the fatal shootings of Officer Jacob Chestnut and Detective John Gibson in the Capitol Building, planning for the Capitol Visitor Center began in earnest. Since that time, the Capitol Police has worked in partnership with the Architect of the Capitol to help design the CVC in such a manner as to not only enhance and enrich the visitor experience but also enhance security of the United States Capitol.

As the construction of the facility progresses and we are prepared for its opening, it is clear that both goals will be achieved. The main advantage that the CVC presents from a security perspective is the ability for the Capitol Police to conduct security screening of visitors in a state-of-the-art facility that was designed for that purpose.

As we saw in 1998, the historic and ceremonial entrances of the Capitol were never intended to support the security screening that is necessary in today's threat environment. The opening of the CVC, with its entryways, custom designed to support security equipment, police officer positioning, and technology to detect and contain threats, all in a seamless, welcoming environment, will serve to enhance the visitor experience, while mitigating current and emerging threats.

A key issue that remains for discussion is the manner in which tours will be conducted. The Capitol Police will yield to the expertise of Ms. Terrie Rouse and her team to formulate the best possible visitor experience. Our interest is in the area of response to emergencies that affect tour groups. The events of September 11th, 2001, and subsequent evacuations, lockdowns and other security events at the Capitol have demonstrated a need for the Capitol Police to limit the number of people in the Capitol at any given time and also have a means to give instructions to building occupants, including tour groups, in an emergency situation.

When the Capitol Visitor Center opens in November, we will have the opportunity to merge the constituent service of the staffed tours with the professional presentation provided by the Capitol's Guide Service. The concept of staff-integrated tours led by a member of the Capitol Guide Service will allow the Capitol Police to better regulate the flow of visitors into the Capitol, thereby eliminating overcrowding and congestion in the hallways. Further, since we will be able to maintain positive communications contact with the tour guides as they move through their groups—move with their groups throughout the building, we can provide real-time direction during an emergency, such as evacuating a certain route or relocating to a safe location, depending upon the threat.

The Capitol Police will provide training to tour guides that include evacuation routes and procedures, assembly areas outside of the Capitol, familiarization with building lockdown procedures and areas within the building to relocate groups in response to various threats. This training, combined with the concept of staff-integrated tours, will ensure those who lead tour groups within the Capitol can offer an informative, safe experience for our guests and your constituents.

Again, I want to thank you for the invitation to appear before you today. As you know, one of my responsibilities is to provide advice and guidance on security-related matters so that the committees of jurisdiction can make decisions and set policy based upon totality of circumstances. The Capitol Police is committed to providing the highest level of security and law enforcement services while exercising the will of Congress to balance visitor access and security within the Capitol Complex. That concludes my testimony, Mr. Chairman, and I would be happy to answer any questions at this time.

[The statement of Chief Morse follows:]

Testimony of

Chief Phillip D. Morse, Sr.
United States Capitol Police

before the

Committee on House Administration
U.S. House of Representatives

Regarding the Capitol Visitor Center
Visitor Experience

Chairman Brady, Congressman Ehlers, and Members of the Committee, thank you for the opportunity to appear before you today to discuss the security aspect of the visitor experience at the Capitol Visitor Center (CVC).

The opening of the Capitol Visitor Center next year will mark the achievement of a long held goal of the United States Capitol Police. In 1998, after the fatal shooting of Officer Jacob Chestnut and Detective John Gibson in the United States Capitol, planning for the Capitol Visitor Center began in earnest. Since that time, the U.S. Capitol Police has worked in partnership with the Architect of the Capitol to help design the CVC in such a manner as to not only enhance and enrich the visitor's experience, but also enhance the security of the United States Capitol. As the construction of the facility progresses and we prepare for its opening, it is clear that both goals will be achieved.

The main advantage that the CVC presents from a security perspective is the ability for the U.S. Capitol Police to conduct security screening of visitors in a state-of-the-art facility that was designed for that purpose. As we saw in 1998, the historic and ceremonial entrances of the Capitol were never intended to support the security screening that is necessary in today's threat environment. The opening of the CVC, with its entryways custom-designed to support security equipment, police officer positioning, and technology to detect and contain threats, all in a seamless welcoming environment, will serve to enhance the visitor experience while mitigating current and emerging threats.

A key issue that remains for discussion is the manner in which tours will be conducted. The United States Capitol Police will yield to the expertise of Ms. Terrie

Rouse, Chief Executive Officer for the Visitor Services for the Capitol Visitor Center, and her team to formulate the best possible visitor experience. Our interest is in the area of response to emergencies that affect tour groups.

The events of September 11th, 2001, and subsequent evacuations, lock-downs and other security events at the Capitol, have demonstrated a need for the United States Capitol Police to limit the number of people in the Capitol at any given time and also have a means to give instructions to building occupants, including tour groups, in an emergency situation. When the Capitol Visitor Center opens in November, we will have the opportunity to merge the constituent service of staff led tours with the professional presentation provided by the Capitol Guide Service. The concept of staff integrated tours led by a member of the Capitol Guide Service will allow the United States Capitol Police to better regulate the flow of visitors into the Capitol thereby eliminating over crowding and congestion in the hallways. Further, since we will be able to maintain positive communications contact with the tour guides as they move with their groups throughout the building, we can provide real time direction during an emergency such as evacuating a certain route or relocating to a safe location depending on the threat. The U.S. Capitol Police will provide training to the tour guides that include evacuation routes and procedures, assembly areas outside of the Capitol, familiarization with building lockdown procedures, and areas within the building to relocate groups in response to various threats. This training, combined with the concept of staff-integrated tours, will ensure those who lead tour groups within the Capitol can offer an informative, safe experience for our guests and your constituents.

Again, thank you for the invitation to appear before you today. As you know, one of my responsibilities is to provide advice and guidance on security related matters so that the committees of jurisdiction can make decisions and set policy based on the totality of circumstances. The United States Capitol Police is committed to providing the highest level of security and law enforcement services while exercising the will of Congress to balance visitor access and security within the Capitol Complex.

That concludes my testimony Mr. Chairman, I would be happy to answer any questions you may have.

The CHAIRMAN. Thank you, Chief.

I do have some common questions and concerns. It is a visible building, and a lot of things have been said about it. I would just like to say I did receive a letter with 100 plus Member signatures on it concerning the tours. But rather than me ask the questions, I would rather have our committee participate. And instead of me dominating the questions that are right on the top of the list, and let them participate and ask their questions, and I will come back with some questions.

So, with that, I would like to recognize Mr. Ehlers.

Mr. EHLERS. Thank you. First, thank you all for being here. I look forward very, very much to the opening of the Visitor Center. And if I have the time, which I doubt that I will, I would love to just stand there and watch the looks on the faces of the visitors as they go through. It will be a totally new and different experience to them.

The one issue that of course is troubling to our colleagues, at least to my colleagues, and I suspect on your side as well, is the issue of staff-led tours and what is going to happen there. And perhaps, Mr. Chairman, we should have some open meetings to discuss with our colleagues what is happening and bring in the Chief particularly to talk about the safety and security aspect of what will happen.

I would also—I have here the list that has been circulated of the misinformation that has been handed out by some of the guides. But I certainly don't want to condemn all the staff-led tour guides, because some offices work very hard at educating their staff members well to give decent tours. But I think the real idea is to coordinate this whole operation of staff-led tours, or maybe we have to call them staff-hosted tours, and coordinate that with the Guide Service so that we have professional guides handling the majority of the tour. Then the staff members can simply give the tours to the particular areas of interest to the State that their Representative represents. So I just wanted to get that comment on the record.

I would appreciate any comments that Mr. Stevens or Chief Morse would have about that proposal of somehow trying to work to coordinate these with the professional tour guides taking most of the responsibility but with the staff members along to add hometown flavor to various parts of the Capitol.

Any comments on that?

Mr. STEVENS. Congressman Ehlers, thank you. The concept of staff-led tours—and that term itself has kind of gained a life form of its own. But it has always existed. I can remember it 22 years ago, giving tours at the Capitol. Staff would bring family members over, special guests and give tours of the Capitol. And that certainly is not and should not ever be eliminated or made difficult.

The staff-led tours of today not only include those special guests but, as I mentioned in my testimony, what was taken away essentially following 9/11 was the ability for one to come to the Capitol and simply walk into the Capitol as a general admission venue. Everyone must now be with a staff person on a staff-led tour or with a professional guide. And doing that of course is quite necessary. But as a result, it is very taxing on manpower. And as a result,

the people that would otherwise be walking around looking on their own are looking to the Members' offices to bring them in to do that self-guided tour.

And much to the credit of staffers who previously did not give tours, as you point out many did their homework and provide very good tours. It becomes problematic, in my opinion, when offices get deluged with extremely large groups. And it is not uncommon for 2,000 to 3,000 in number to call upon a Member's office to give a tour on a particular day or a particular afternoon. And it sends staffers scrambling to find additional staffers to bring those people in. Each staffer is permitted to bring up to 15 guests in with them. So, oftentimes, they are simply trying to find enough staffers to get the numbers through screening, abide by the rules and enter the Capitol Building. And some of those interns are called out on short order and simply aren't well prepared.

So I think it is by default, they are simply not engaged regularly on giving tours and well enough equipped to do that. But, again, I think the foundation of staffers who give tours do a very good job, frankly.

Now, as far as the Visitor Center is concerned, what we want to do is get back to that level of service where everyone coming to the Capitol who would like to have a tour of the Capitol is going to get a tour of the Capitol with a professionally trained guide if that is their choosing. If a Member's office wishes to show those individuals around, that also will be an option. We are going to do that by providing them access right up to the orientation theatres. And we can incorporate them into the guided tour through the Capitol.

Mr. EHLERS. Okay.

Chief, you have any comments?

Chief MORSE. Yes. Thank you, sir. The only interest certainly I have is that it is an opportunity with staff-led integrated tours for us to be able to communicate with the tour guides in an emergency situation, and certainly that that information be able to be passed along to the constituents and the staff in order to either evacuate or relocate to a safe area. So it is positive communication, and it allows us to direct people in the building more efficiently in a critical incident.

Mr. EHLERS. So you will be in radio contact with the professional guide at all times?

Chief MORSE. Right. And that is an extension of what we currently do. So, that is sort of a seamless transition, if you will, in security that we currently do. And certainly it has been tested many times since 9/11 with some of the evacuations that have occurred. So, it works very well, and we think it would work in this situation and still also offer the staff-led tour flavor with the visitor experience as well.

Mr. EHLERS. Thank you. I see my time is up. I yield back.

The CHAIRMAN. The gentleman from Massachusetts.

Mr. CAPUANO. Gentlemen, I am just not clear on some things. Are you talking about ending—I mean, let me start from the beginning. We talk about pre-9/11 as if staff-led tours didn't start until after that. I will tell you unequivocally that in my office I had staff-led tours before 9/11, and I have had them since 9/11. So 9/11, though it did change some procedures and all that, the ability to

have my staff bring my constituents at my choosing to tour the Capitol led by them, it really hasn't changed. The procedure, the safety, the security has, and that is good.

Is the suggestion on the table that my staff will no longer be allowed somehow to provide a personalized tour, even just walking through the Capitol, without being part of an integrated tour? Or is it that an integrated tour will be added to that option as a better and improved, more substantial option? Which is it?

Mr. STEVENS. Congressman, if I may, it is the latter. We are actually adding that component, so it is an additional option for Members' offices. And I fully agree, staff-led tours have been a staple since, again, I started in 1985, and there were staffers giving tours back then.

Mr. CAPUANO. Right.

Mr. STEVENS. I think the component that has changed is the fact people cannot wander the building on their own and take a tour. And so these large groups are——

Mr. CAPUANO. And I just want to make sure we are on the same page.

Ms. Rouse and Chief Morse, do you agree that it is an additional option as opposed to a choice?

Ms. ROUSE. It is indeed an additional option. By joining a guided tour, the staffers will be able to avail themselves of all the amenities of the CVC. They won't miss the film, which is absolutely magnificent and sort of sets the pace for what people will see on the Capitol tour. And also, as people return from the Capitol tour and have had the experience with the headphones on, the devices, they will hear the guides talking.

Mr. CAPUANO. I understand, but it is an option. It is not——

Ms. ROUSE. It is an option.

Mr. CAPUANO. Chief, do you agree with that?

Chief MORSE. I concur.

Mr. CAPUANO. Okay. If that is the case, then most of my concerns are just settled, to be perfectly honest. Look, I love the tours that are given by the professionals. They are thorough. They are thoughtful. They are fun in my opinion. And I encourage my constituents when they come to take them, if you want the truth. They have been more difficult since 9/11, and I think it is a great idea to enhance them. At the same time, not all my constituents want to avail themselves of that. They want options. I want options. And I will tell you that most of my staff has taken the training that has been offered to make their experience or the experience they give to my constituents more useful and more fun. And I actually applaud you for, you know, helping staff do a better job.

Now, as long as it is an option in addition, I will tell you that all of my concerns just went away. Because my next question was going to be, if you are going to try to stop them, what are you going to do, arrest my staff? You know, good luck. I think that might upset a few Members of Congress. But if that is not going to happen, it is not a big deal. With that, then all the rest of my questions have pretty much been answered.

I thank you for adding to the possibilities, and I will tell you that I look forward to the CVC. I have been through it twice already. I look forward to going through it again. And I will simply tell you

that I think you are doing a great job, and keep it up, and I look forward to having an even more pleasant experience for my constituents who choose to take it. Thank you. I yield back.

The CHAIRMAN. Thank you.

Mr. McCarthy.

Mr. MCCARTHY. Well, first, let me thank you, Mr. Chairman, for having this hearing.

My question is, Ms. Rouse, you said in your comment about the Web site that they would go to the Web site and book their tickets by themselves. I was wondering, is there a way we can work with our staff, because a lot of people call my staff, and then they say everything they want to do in Washington, and we would go through the process of trying to get them tickets for all the different items. How would that work, the Web site itself?

Ms. ROUSE. Well, first of all, we are still working on the advanced ticketing system. We just started that process a week or so ago. But our goal is to have Members' offices be able to arrange the tickets, the reservation, if you will, and also sort of customize it. And the goal may be that your office would have your name and your photo there perhaps, a little information about the State and that you are affording them the opportunity to have the tour. So that is basically our goal.

But we also want the public, particularly groups, to avail themselves of the advanced ticketing system, which allows us to have a greater control over who is coming, certainly helps our life-safety issues so we don't hit high impact times, and those are the elements of the advanced ticketing system we are hoping to work through over the next 5 to 6 months.

Mr. MCCARTHY. And then my only other question would be maybe to the Chief and Ms. Rouse. We are going to start feeding so many people into one certain place, and I mean, I guess I am just assuming the House has so many more visitors than the Senate side, because every time I walk through, it looks that way, and there are more Members of the House. Are there any concerns you have from the standpoint of people loitering when they are done with the tour with one side of the Capitol or anything?

Chief MORSE. Well, with respect to the CVC itself, it is a public—it will be a public access building. So there will be people who come into the building and use the CVC but not take a guided tour. So the possibility exists, and this is something that we have talked about very openly, is that people will come into the building and remain and may not have any business other than they just want to seek shelter, perhaps, or have a cool place to sit. So there will be and can be folks there who have no business other than that. But certainly, in our operational planning, we have considered that and are prepared for that.

Mr. MCCARTHY. Okay. And I guess my only question—I will wait for Ms. Rouse. How do you view the CVC? I mean, do you see it as a tourist destination or just enhancing the visitors' experience? Yes. Because I almost think, at the very beginning, when it first opens, it is going to be a destination point.

Ms. ROUSE. I would agree with you. I think it is going to have a destination quality about it. The exhibition, which is 16,500 square feet, is really a remarkable accomplishment in terms of tell-

ing the history of the Capitol building and the history of the Congress. So I think that that alone will be an opportunity for people. If we do what we want to do with the Web site and making it an extension tool, not only can you get a reservation, but we will have, hopefully, curriculum tie-in material so someone who has a visit with us can have a pre- and a post-experience on their own that reinforces what we are doing.

I think there will be quality. We know in the first 18 to 24 months, we will see a lot of people coming into the Capitol and through the CVC, which is why the coordination with the Visitor Services Department and the Capitol Police will be so important, so we can maintain the proper number of people in the space, hold them if we need to. We know we have 90 days typically in a year when we are at high capacity, and that is usually when the eighth graders are all studying civics across the country, and they are coming to us as part of their Washington or Smithsonian experience. So, yes, it is going to be an extension, and we hope to have it be a very good experience for people when they come to the Capitol.

Mr. MCCARTHY. If I could have just one last one to follow up on Mr. Capuano's question, are the hours going to be the same like within the Capitol? Say I am, late hours, we are still open, and I am taking some constituents around that had dinner, could I go into the CVC then? I wouldn't see the movie, I would understand that, because I don't have the ticket, but—

Chief MORSE. It is my understanding the building hours are the same as the Capitol are currently.

Mr. MCCARTHY. So if the lights are on in the Capitol, the CVC is the same, an extension of it.

Chief MORSE. Right. It is an extension of the Capitol Building in that regards.

Mr. MCCARTHY. Okay. Thank you.

The CHAIRMAN. Ms. Davis.

Mrs. DAVIS of California. Thank you. Thank you very much. And thank you, Mr. Stevens, for helping us out yesterday and taking us around.

One thing I want to clarify in terms of the tours, and part of it is getting from A to B. Constituents arrive at Longworth, and the staff member is with them. Do they still come through the basement, and can they enter the Capitol and then go onto the CVC? Or are they basically asked to come around the other way? Obviously, I am thinking of bad weather, inclement weather. How do they get from one place to the other? Will there be any changes?

Mr. STEVENS. If I may, that is a decision certainly that is beyond the scope of this panel. That is a leadership and committee level decisionmaking process for both the House and Senate. And I might also point out, with regard to some of the previous questions about the staff-led tours and integration and hosting, and you get into a lot of different verbiage to describe these staff-hosted tours, which is a very good explanation I think, those decisions, and it was asked if it was on the table to prohibit staff-led tours, not by this panel. Again, those are decisions made on a leadership level. So that is beyond our scope. So that is a question I really couldn't answer for you. I know the Chief would have some input as to

routes and so forth because of staffing concerns there. And I will let him speak to that. I think I answered your question.

Mrs. DAVIS of California. Yeah. Chief, could you speak to that? Because that really does make a difference. I think that it is a magnificent entrance, and I understand why the hope would be that visitors would be entering from that side, but the reality is they come to our offices first. And what are we going to be doing to change that?

Chief MORSE. Well, the recommendation is that the design and construction of the main entrance of the CVC is exactly for this type of screening and level of people entering a building. And the technology is there, the design is there, and it is the optimum environment to—

Mrs. DAVIS of California. I understand that, Chief, but will people still have access through the basement?

Chief MORSE. Well, it is our recommendation that all visitors go through the CVC main entrance. All visitors, official business, go through the screening at the main entrance of the CVC, because that is the optimum security screening design for the threat environment that we face.

Mrs. DAVIS of California. Given, though, that they are in a different place when they start, and it is raining cats and dogs, I am just wondering, are people not going to be able to go through the basement if they are trying to access the Capitol?

Chief MORSE. It is only my recommendation that the optimum security screening take place at the front of the CVC. And the reason I give you that information is so that you have all the information you need for the committees of jurisdiction to make that decision.

Mrs. DAVIS of California. Okay.

Chief MORSE. But the number of people, the level of security screening, the threats that we face, the main entrance of the CVC provides an environment that we can do that very safely.

Mrs. DAVIS of California. I appreciate that. It sounds like that, and I guess, Mr. Chairman, I would suggest, I mean that may be something that we still need to take a look at.

Mr. EHLERS. Would the gentlewoman yield?

Mrs. DAVIS of California. Sure.

Mr. EHLERS. Just a question. When we go through the Cannon tunnel, there is going to be a new entrance to the CVC off the Cannon tunnel. Are you going to have any security screening at that location or not?

Chief MORSE. Well, we will still have a level of security there, because it is an access point to the Capitol.

Mr. EHLERS. Right.

Chief MORSE. And we certainly have business and staff and so forth who traverse back and forth. But if you have ever been down to that particular area during a heightened tourist season, it is not—from the environment, the lighting, the conditions there are very overwhelming from a heat and crowding standpoint, and people cannot traverse. So it is just not construction-wise designed to facilitate those numbers of people with that level of screening. So that is why it backs up.

Mr. EHLERS. No, I am talking about the location of the entrance to the CVC within the Cannon tunnel, not the entrance to the tunnel. They go into the CVC from there. Is there anything in the CVC to provide security for that portal?

Chief MORSE. There would be officers and, you know, systems to control access there. But as far as people actually being screened, that would still take place at the entering point that it currently does on the House Office Building side.

Mr. EHLERS. Okay.

Mrs. DAVIS of California. I had a question about the greening of the CVC. And I also—it is extraordinary. It really is. I think it is going to provide an amazing experience for people. I have some concerns about whether there is—you know, there are obviously Member spaces as well as visitor spaces. I don't know proportionally what that is. It looked to me like a lot of the space down there is for Members' meetings and other places to congregate. But how extensive is the greening of the CVC? Clearly, retrofitting the Capitol is difficult as we green it. But what about the CVC, and how much energy will be saved there by the actions that have been taken?

Ms. ROUSE. Actually, I am really not sure. I would be happy to get back to you with the information for the record on the greening of the Capitol. I know it has been an aggressive part of the thinking of the architects and the engineers over the last 5 or 6 years, so we will get back to you for that.

Mrs. DAVIS of California. Okay.

Thank you, Mr. Chairman.

The CHAIRMAN. We have a vote. And I know that Chief Morse has to leave and that Assistant Chief Nichols may be able to stay. I would like to ask you if we can come back. There are two issues I think we need to clear up that are not quite clear right now. They are the entrances that we can take, our staff people, and can we take staff people by themselves? I think we need to clear that up and be concrete about that. So does everybody agree we can come back? We will recess until the vote is over, which is probably about 45 minutes. And I thank you, and we will be in recess.

[11:55 a.m.]

[Recess.]

[Information follows:]

The Capitol Visitor Center: the Visitor Experience

October 17, 2007

Question for the Record
The Honorable Susan A. Davis
Committee on House Administration

Question: Was the Capitol Visitor Center built to be energy efficient?

Response: The Capitol Visitor Center (CVC) was designed to incorporate as many green features as possible within the constraints of its unique requirements. The CVC designers feel that the Capitol Visitor Center could likely achieve a “Bronze” rating based upon LEED’s established evaluation criteria. The Leadership in Energy and Environmental Design (LEED) Green Building Rating System is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings.

A few of the CVC’s specific “green” features include:

- Built below an existing parking lot, the CVC is a “redevelopment” of an urban site which has not increased the amount of hard surfaces relative to run-off.
- A storm water management system was incorporated into the design to mitigate the impact of run-off and sediment into the city’s storm sewer system.
- Air-side Economizer: Systems use outside air for cooling in lieu of chilled water when outdoor temperatures are 60 degrees and below.
- Variable air volume systems and full DDC controls (individual room thermostats) to allow maximum temperature control flexibility
- Premium efficiency motors used on all fans
- Compact Fluorescent Light (CFL) fixtures used wherever possible
- Light fixture occupancy sensors provided
- Full commissioning of air-handling systems by an independent consultant to ensure proper operation and efficiency of systems.
- Indoor air quality/ventilation per ASHRAE 90.1
- Low-flow bathroom fixtures
- Automatic faucets and toilets
- Use of low-emitting construction materials (paints, solvents, carpets)
- Recycling of 50% of construction waste by weight

The CHAIRMAN. I would like to call our hearing back to order. I want to thank the distinguished panelists for staying around. And we live our life by bells, so we are sorry we had to run for the bell and answer the bell and run back again.

There were—what I understand—and, again, please, anybody that needs to ask a question or clarify an answer that you might not be happy with, you can be recognized. But there are two issues I would like to clarify.

It was my understanding that our staff, when they bring a tour into the Capitol, into the new Visitor Center, that a staff member can take 20 people from a Member's office or 10 people, whatever the amount may be. And if they go there, a couple of things will happen. They will be shown priority and be moved up. And it was my understanding that—I thought that a staff from the CVC would then join us, for security reasons, because if they have to evacuate, they know where to evacuate, they know where to go. But it is also my understanding that a staff member from a Member's office wouldn't be able to take the group by themselves.

But I think that what is important, as Mr. Capuano pointed out, and I think other Members pointed out when they sent myself and Mr. Ehlers a letter, a lot of times they may want to see things that they want to see pertaining to the city, the State that they are from. And maybe they don't want to or need to see other things, not that they are not important, but they are not that important to that group and their time may be limited, rather than go through the whole process.

So is it my understanding that if I send or anybody sends a group of people over with a member of our staff, that we do appreciate and I appreciate the training you provide our staff. I am sure that they will learn more as they give more tours, because we have members on my staff that take the tours, and they know almost as much as I do.

It is my understanding that they could come with a group, that they would get shown priority, not have to wait. Then you would put a tour guide with our person to assist them in where they would want to go, and then maybe to add to some information that they may have. But they wouldn't go by themselves, for security reasons, because if there is an evacuation, God forbid, the tour guide would know exactly where to go.

That is what my understanding is, that we were going to achieve increased security by having our staff people come with our own groups?

And then a next question would be—and I agree with Mrs. Davis. Maybe we can figure out another entranceway. And I don't want to put more burden on you than you have. But there are other entrances in there that maybe when the staff members come, they get preference to go into the Capitol with a group. One option is entrance through Cannon. I know it is not well-lit, maybe not big enough, but if we could figure that out, instead of going out and around. Because they are in the Longworth, they are in the Cannon, they are in the Rayburn. They have to come back out, go around and get in.

I get, and I think other Members do, too, I get raves from people that come and visit me, you know, "Your staff member was great.

They showed us A, B or C.” And that is a pretty nice thing for us to have for our constituents. So if you can, any or all three, could help me clarify.

And if I am not stating this properly or correctly, anybody, Mr. Capuano, Mr. Ehlers, Mrs. Davis, if you need to add anything to that question, those are the two matters that I think we need to have some clarification on.

Ms. ROUSE. Chairman Brady, your understanding concurs with that of the leadership with the tours. The intention is to have staff members from Members’ offices be able to have the option of dropping their guests off at the welcome theater. There is a special door, incidentally, for members. So you will be able to have your guest get preferential treatment into that room.

The tours are time-based. So there will be a cycle back and forth between each of the two welcome auditoriums. So a staff member can host their guest throughout the entire tour or they can drop them off and rejoin with them after they come off of the tour.

I might add that the experience within the Capitol Visitor Center, given the exhibitions, the other amenities, could take up to 2, 2½ hours for a Member’s staff person to be away from their duties and their offices. So we are trying to help them as staff members by having the guide service be able to provide that expertise for the tour and then allow the staff person to join as needed.

As for training, our goal of the CVC is to have top-level training for all 318 staff people. And a component that we are going to develop is to be able to have not only guest services but to have an educational-based tour system where we can add in what we need to add in. And Tom Stevens’s staff, as guides, will be able to personalize a tour. However, a staff person on a tour will have every option at any moment to simply take off their listening device and add whatever they would like into the tour.

But even better, if a staff person can tell the guide, “I have guests from Pennsylvania,” “I have guests from Michigan,” they can add those little bits into the tour as well. So we are trying to have the ultimate level of flexibility to aid the staffer and to aid the Member in making that experience better.

And as we move forward in developing our gift shop items, we are also trying to make sure we reflect that type of diversity of States within our gift shop items as well.

The CHAIRMAN. Two quick things.

You would have the adequate staff that, if we sent people over there from our office—because they will be coming sporadically. You will have adequate staff to be able to do that?

Ms. ROUSE. It is proposed that we would have adequate staff.

The CHAIRMAN. Because the last thing you would want to have happen, if we are coming unannounced, is for our groups to be waiting there. As you can understand, then it is a poor reflection on the Members.

And the second thing is, could the tours be customized? If I send a staff member over and they only have an hour, they want to see like six or seven things that pertain to their particular interest that they have, whatever State they are from, our staff person can tell your guide, “We want to customize and just go here, there and there.” That could be arranged?

Ms. ROUSE. That could happen. We are hoping to have, at the CVC, very, very good relationships with all the Members' offices, building on the relationships that Tom Stevens has. The more notice we have, the better we will be able to customize the tours.

The CHAIRMAN. Sure. But it can be customized to the staff member that comes with the Member's group?

Ms. ROUSE. Absolutely.

The CHAIRMAN. Any—

Mr. CAPUANO. I want to follow up.

The CHAIRMAN. Mr. Capuano.

Mr. CAPUANO. Thank you, Mr. Chairman.

That is a significantly different answer than what I got before, so I need to make sure I understand it again.

Last time I asked, I asked, is this in addition to staff-led tours? I was told, yes. That is a fine answer. Now I am being told that it is not.

Which is it? Can my staff bring people over and do tours like they do now, or can they not?

Mr. STEVENS. I think—let me clarify. What staff are doing now is they are bringing people to the Cannon tunnel. There they are screened and regulated, as they are ingressed to the Capitol Building. And at that point, they can mingle the building without a guide. The concept being offered—

Mr. CAPUANO. It is not without a guide. It is with a staff guide. It may not be with an official guide, but they do have a guide, my staff.

Mr. STEVENS. That is correct. That is correct.

So the process of coming over is going to be, as you bring them into the Visitor Center, the additional part would be the staffer then may, which they cannot now, put them with the—they would be put with one of the groups with a professional guide—

Mr. CAPUANO. So no choice?

Mr. STEVENS [continuing]. And be brought through the building.

Mr. CAPUANO. There is not an option to the issue.

Mr. STEVENS. It is not an option of going on one's own.

Mr. CAPUANO. Yes, as they do now. Can they continue to do what they do now?

Mr. STEVENS. Well, the recommendation, I believe, by all the workgroups is that they should not be on their own. They should be with a professional guide.

Mr. CAPUANO. Well, then let me ask, what is the punishment when my staff decides to do that? When I direct my staff to do that or to pull somebody out of a tour because they don't have 2 hours or they don't want to do to 2 hours or they don't want to stand on their feet for 2 hours or they are just tired or they are bored, or whatever the reason is, what are you going to do? Are you going to arrest my staff?

Chief, maybe you can answer that.

Chief MORSE. No, sir. I wouldn't arrest your staff.

Mr. CAPUANO. Thank you. I appreciate that.

Well, then, if that is the case, then I am going to tell you very clearly, as clearly as I can: Expect, on occasion, my staff to have separate, individual, identifiable tours on their own.

Now, I like the option. I understand fully well. But I will tell you unequivocally that if I have no option, you are trying to get between me and my constituents. And that will not be allowed by me. Very simply put, I won't allow it.

Now, that doesn't mean that I don't want to encourage them, it doesn't mean I won't try to cooperate, doesn't mean that I won't continue to encourage. I don't have any problem if you want to require staff to take these trainings, have them know all the safety exits, all the safety tours.

By the way, just as a point of information, I don't know where all the exits are in the current Capitol, never mind the CVC. Who is going to be walking around with me with a little walkie-talkie, telling me what to do? And my staff that are not on a tour, my staff that are over there working, different issue.

I have no problem at all trying to enhance the experience, trying to make it a better one and giving people options. And I have no problem at all trying to encourage it and push it along. I have a real serious problem about living in a bunker. And I understand fully well that maybe that is a risk. I know all that. If you want to have my people sign a document saying, "I will take the risk to walk around the Capitol on our own," fine. Those are reasonable things.

But I will tell you, unequivocally, from my office—now, maybe it is because my constituents live so close. I won't speak for anyone else. I have a lot of people who visit me from Boston. And they are not all on big tours. They are not all school groups. We have that, too. Occasionally it is just a family. That is the regular course of business in my office, a family. Or somebody here that is showing their kids usually is what it is.

I will tell you now that if you think you are going to be able to stop it, you had better have some contingency plans, because you are not going to be able to stop it. And, again, you know, if you are not going to arrest them, Chief, you are really not going to be able to stop it. That is number one.

Number two, I want to make sure that I clearly understand. Is the idea to have every single person who comes to visit my office go through the CVC for security purposes? Is that the proposal? Or just tours?

Chief MORSE. Sir, at the Capitol Building itself, the level of security screening is different than it is on the House and Senate Office Buildings. So the level of screening is enhanced once you come to the Capitol itself.

Mr. CAPUANO. Good. So people can still come into the Longworth? Okay, good. I got it. I just wanted to make sure I understood that.

Thank you, Chairman.

The CHAIRMAN. Thank you for your clarification.

Mr. CAPUANO. Was I unclear?

Mr. EHLERS. No, you are never unclear. You may get arrested, but you are never unclear.

Just two items, Mr. Chairman. First of all, just getting back to the issue we raised before and Congresswoman Davis's question about the entrance of the tunnel and my attempt to clarify it.

You are going to have officers there all the time, right, for staff members and so forth, going through that entrance into the CVC?

Chief MORSE. Not on the CVC side. The current security screening process that takes place on the Cannon side of the tunnel would still be in place, because there is a level of security that we have to maintain.

Mr. EHLERS. Okay. So staff members will just walk in; they won't be screened at all when they go in the CVC, or anyone who is in the Cannon tunnel. Is that correct?

Chief MORSE. Right. Anyone who is authorized would be able to traverse the Capitol as they do today.

Mr. EHLERS. Yes. Okay. But, I mean, from the Cannon tunnel into the CVC, whether it is Members or staff, they can just go through? There will be no screening point there?

Chief MORSE. There will be—there wouldn't be the type of screening that there is today. But at all access points to the Capitol that are monitored by police officers, there is either screening that takes place, physical screening, or there is identification of the person who is traversing the building to ensure that they are authorized.

Mr. EHLERS. Okay.

Finally, Mr. Chairman, I just wanted to relate an anecdote. Some years ago, I came to the Capitol with a group of county commissioners, of which I was one. And we stopped by to see our Congressman, and he took us on a personal tour of the Capitol, and I thought that was grand. I didn't know where he had the time, but he spent a couple of hours taking us all around the Capitol, explaining it. It took great delight in it.

A few years, about a decade later, when I was elected to the Congress, I made it a point of having lunch with each of my predecessors who were living. And when I spoke to him, I said, "Do you have any advice for me?" he says, "Yes. Don't ever take anyone on a tour of the Capitol." I said, "Really?" I said, "You did it for me, and you seemed to enjoy it." he said, "Never, ever take anyone on a tour of the Capitol." I said, "Why not?" he said, "Because they go back home and they tell their neighbors, 'Oh, it was so great. We went to the Capitol and Congressman X took us on a beautiful tour.'" he said, "I was so inundated with requests for tours, I couldn't handle it. Because their buddy got it, why couldn't they get it?"

So when I came here, I have never given a tour of the Capitol for that reason, even though I enjoy touring it myself.

I think the comments we have heard from Mr. Capuano represent the concerns of a number of Members. And I think we will have to make certain that all of the Members know what we are talking about, because quite a few Members that have talked to me, Mr. Chairman, don't really understand the new arrangement. They have the idea that their staff members are not going to be allowed to give tours at all.

I keep telling them, there is a distinction between a staff-led tour and a staff-hosted tour. A staff-led tour is what we have now, where a staff member leads the tour now. A staff-hosted tour is what we are talking about, where the tour guides and the staff member will travel together through the Capitol.

The perks, if you want to call them that, that the visitors receive from the Member's office is not having to wait in lines, to proceed to the head of the line, and also to divert the tour anytime they wish to show them items of interest to that particular city or State that they come from.

So that was a plan that goes from staff-led to staff-hosted, but the staff member is still there and still in charge of making sure that their constituents see all the items of interest from their particular area. And I don't think most Members understand that. And I think that partly led to the confusion here. Now you understand it clearly, at this point.

Mr. CAPUANO. If the gentleman would yield, I understand it now and——

Mr. EHLERS. And you are still objecting. And I understand that. But I think a lot of Members probably don't understand it at all and are objecting without understanding what we are proposing. When I have described this to a number of Members individually, they are okay with it.

With that, I will yield back.

The CHAIRMAN. Mrs. Davis.

Mrs. DAVIS of California. Thank you, Mr. Chairman.

Thank you to all of you.

I still would like to talk for a second about the logistics of this. And it may be that you haven't really, in the planning and the vision of how people are going to enter, the fact that you might have people coming from the Cannon tunnel into the Capitol—I know that there is a door for staff members to enter right near the theater, and that is great. So that they could come around through the Capitol and join a group. And with cell phones today, that is pretty easy to do.

But, for example, we might have a family of eight, and, again, it is a cold, rainy day. Will they be prevented, in any way, from going through Cannon tunnel, walking through the Capitol and going through that door to come back around the CVC, if they are accompanied by a staff member?

Chief MORSE. Based on my security recommendations, which I have testified to, and the fact that the optimum security screening is at the entrance to the CVC, it is my position that that is the optimum security screening point.

I know that that is not a—that answer means that people may have to traverse in climates that are, you know, sometimes cold and wet and hot. But that is what that recommendation means.

And I am only providing that recommendation so that you have totality of circumstances when you make your decision on where visitors will enter. And it is our recommendation that——

Mrs. DAVIS of California. You know, I appreciate the optimum situation. But if people are trying—again, we have eight people for a family, you know, maybe somebody who is elderly, somebody who is young. And will they be stopped and unable to move beyond the Cannon screening area and told there is no option but to go outside and to go back around?

Chief MORSE. Our officers are certainly fully prepared to assist those with infirmities or special circumstances. And they always have, and they always will. But in talking about this in large num-

bers and the concept itself, you know, the front entrance of the CVC is the optimum security screening point.

Mrs. DAVIS of California. Do you think that there would be accommodations made, though, again, for a day that that is necessary, that they would be able to actually do that? Is there some—I guess what I am asking is, is there some thinking that is going on that would allow for that situation?

Chief MORSE. Those types of planning are not something that I have been involved in, as far as the moving of people. Simply the security recommendations that allow them to make those decisions and plan those things and make options. But as far as other alternatives of moving people, I am not involved in that directly. Only when it involves the security aspect and recommendations that we provide.

Mrs. DAVIS of California. Uh-huh. Is the screening going to be substantially different? If a person is screened in the Cannon tunnel, will they not get as thorough a screening as they would at the CVC?

Chief MORSE. They would, but the conditions—the same type of technology is used. The problem with the Cannon tunnel is that, certainly, it is obvious that it is not designed for that type of security screening. It is also quite cramped, and there is a lot of daily business that traverses through there. At times, it gets extremely hot. We have had people have medical conditions at that location. We have had situations where we have had to evacuate the building. Large numbers of people down there. It becomes very crowded. People get very frantic, claustrophobic, et cetera. So it is just not an environment that you want to stage that many people. And that is really what it is all about for me, as far as, is their safety and comfort there, and our ability to protect them and provide them with the services that they deserve.

So, with the CVC, the main entry points to the CVC have all those optimum conditions and environment——

Mrs. DAVIS of California. Right. Yes.

Chief MORSE [continuing]. That make it more conducive to the visitor experience that these folks are trying to——

Mrs. DAVIS of California. I thoroughly understand that. But I just think that we are all human beings, and as a matter of convenience—and I think the tendency of staff members is going to want to be to bring people through the tunnel, especially in inclement weather. And so, I just think we need to be prepared and think how to do that, and certainly on those days that we can anticipate that is going to be a problem, so you don't have to send people outside in order to get to the CVC.

You know, we are telling them that we are trying to prevent you from being in inclement weather by not having to stand the way they do today, and then we are saying, but, you know, we want you to go out there in the snowstorm. You know, that is just not going to work. So we just need to be prepared and thinking about that, or else it is not going to be a pleasant experience for people, because they are going to think, "What were those people thinking?" and that is going to be important.

Just quickly, too, about the security arrangements. And if people are going to be evacuated from the building, are they likely to be out in the plaza? Is that what we are thinking would happen?

Maybe these are questions you can't necessarily answer. But I know, as Members, you know, we sometimes think, "Gee, here we are outside. Doesn't make a lot of sense?" And there will have to be specific arrangements made for each kind of threat. But is that generally thought, that you would just evacuate up into the plaza?

Chief MORSE. Well, without getting into too much detail, what I can say is that the same security precautions for various types of incidents will have the same special operating procedures for those events with the CVC. And that is built around our perimeter security. And it will be a seamless transition and a safe environment.

Mrs. DAVIS of California. Thank you. Thank you for the work that you do.

Thank you.

The CHAIRMAN. Mr. Ehlers.

Mr. EHLERS. One more question.

Mr. Stevens, on the tour groups that you have taken through so far, do you limit each group to a certain number of people?

Mr. STEVENS. We currently are taking 40 visitors with each professional guide; staff, 15.

Mr. EHLERS. Okay. So 40 is the norm.

Mr. STEVENS. Right.

Mr. EHLERS. I don't know if anyone here can answer the question of the current staff-led tours. What are the size variations of those? Some I have seen have seemed very large.

Mr. STEVENS. They are actually limited to 15 per staff member. Occasionally what will happen, the larger groups will make a request. A staffer who does tours will arrange with other staff members to actually break them down into those small components to get them in the building and then regroup, if you will, and give a tour to—

Mr. EHLERS. So your vision in the future any staff-led or staff-hosted tours would also be that small, right?

Mr. STEVENS. Well, actually, the advantage to coming to the Visitor Center is, when you bring that group over, we can handle groups—each theater can handle up to 250. So, in essence, we could handle all 250 simultaneously and start their tours within 90 seconds of each other in 40-person increments.

Mr. EHLERS. Okay. All right.

And I believe I may have a solution for your problem, Congresswoman Davis. I will talk to you about it afterwards.

Thank you very much.

Mr. CAPUANO. Mr. Chairman.

The CHAIRMAN. Mr. Capuano.

Mr. CAPUANO. Mr. Stevens, again, I am the one who seems to have the most concern with this. I have no problem at all with reducing the size. When you get to 15 people, that is a school. And I have no problem putting them in a different category than I do the small family groups, whatever size, four, six. And I think treating them differently or having exceptions for smaller groups will handle most of my concerns.

Chief, here is the practical thing of what is going to happen if you don't have some normal procedure for us to use on occasion, again, with these smaller groups. I am accepting the larger groups; that is fine. We have had this discussion before on the bus tours. I have no problem with these. And where the magic number is, I don't know.

But if I have a family of four and it is raining out, I am going to tell it you what is going to happen. The Member of Congress will be called out of his office or out of a hearing to walk this family through the Cannon checkpoint. And my presumption is that won't change. If I am walking in with a family, they are not going to stop me. And I know that. And your staff is very good and very professional. It is not a problem.

But I am simply saying, that is the pragmatic result of an absolute ban. And all I am suggesting is, again, maybe it is a size—and I fully understand—you know, I am not looking for school classes, for classrooms. That is different. I am talking about, for me, my concern is the individual family unit or a few senior citizens, whoever it might be, the smaller groups, four to six people, something like that.

And I am just begging you not to do to us what the White House has done to us, that we can only get people in if we show up at 8 o'clock in the morning and walk them through the line. We can't even check them in; we have to walk them through the line. I have always thought that was a way overreaction. Fine right after 9/11, but now it is ridiculous.

And I am just begging you to come up with certain normal, standard procedures to just accept whatever the reality of the fact is probably going to be. I am probably not going to walk down a classroom of 30 kids, and I wouldn't have a hard time telling them no. I would have a very hard time, and I wouldn't do it, telling, you know, some mother pushing a baby carriage or somebody with their mother who is in a wheelchair or whatever, saying, "Sorry, you have to go over to the CVC."

So I am just asking that, you know, at some point, to come up with—again, I am not looking for exceptions. I am looking for standard operating procedure. I am not looking for your offices to make judgments. Just, here are the rules, here is what they are, and let us know what they are and just accept, understand the reality of the situation.

Thank you, Mr. Chair.

The CHAIRMAN. Thank you.

I just have two quick thoughts.

When this opens, there will be a grand opening. Prior to that, think about having an opening for the workers that are there, thanking them. It is always good PR for that to happen. This way, let them know that we all appreciate them, all the work that they have done for the years that they have been there.

And maybe also think about the neighbors that were probably inconvenienced with the construction sites too. Maybe have a little something for them too, by themselves. They don't need us to be there; probably don't want us to be there.

But if you could do that, that would be nice for the workers that work there and for the neighbors that were inconvenienced with the trucks and the noise and the traffic and whatever.

And for the record, Chief, I will not be accompanying any tours that Mr. Capuano has sent over there.

Chief MORSE. That is why I have an assistant chief.

The CHAIRMAN. Thank you.

Any other questions?

Thank you all. I would like to thank all the witnesses for your time and for your testimony.

This hearing is now adjourned.

[Whereupon, at 1:00 p.m., the committee was adjourned.]